

# Master Class One: New School Development

December 3, 2015

DoubleTree by Hilton Hotel & Suites  
Charleston-Historic District  
181 Church Street  
Charleston, South Carolina



NATIONAL  
**CHARTER SCHOOL**  
RESOURCE CENTER  
AT SAFAL PARTNERS

# **Master Class 1: New School Development**

December 3, 2015



# National Charter School Resource Center

## About the NCSRC

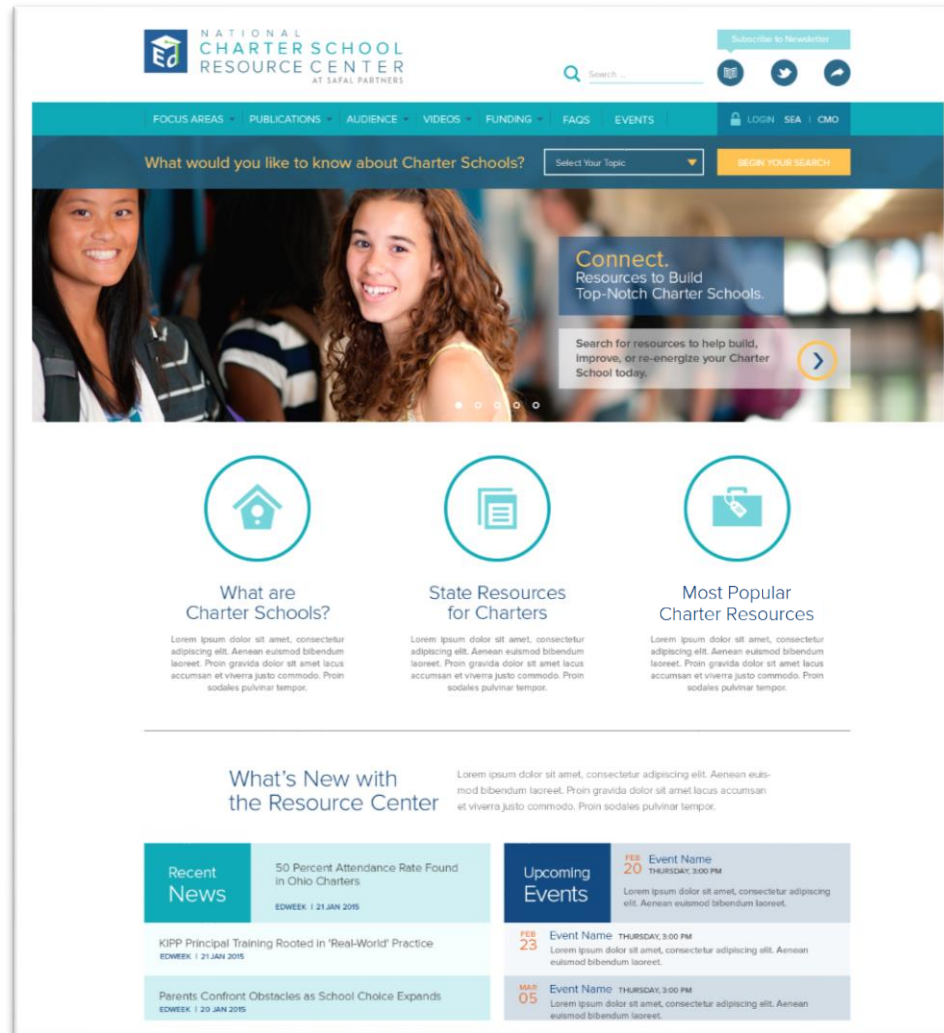
- Funded through the U.S. Department of Education
- Makes accessible high-quality resources to support the charter school sector
- Safal Partners is leading the center; partners include National Alliance for Public Charter Schools (NAPCS), Colorado League of Charter Schools, National Association of Charter School Authorizers (NACSA), American Institutes of Research (AIR), and Public Impact

## About Safal

Founded in 2010, Safal Partners is a Texas-based mission-driven education consulting firm. Safal works across the education landscape, including the federally-funded Center for Educator Effectiveness, districts (e.g. Houston Independent School District), foundations (e.g. Bill and Melinda Gates Foundation, Houston Endowment), and nonprofits (e.g. Educate Texas, Teach For America Houston).

Please visit: <http://www.charterschoolcenter.org> for news, resources, and information on charter schools

# www.CharterSchoolCenter.org



# Current Resources

## White Papers and Reports

- [District-Charter Collaboration: A User's Guide](#)
- [Student Achievement in Charter Schools: What the Research Shows](#)
- [An Analysis of the Charter School Facility Landscape](#)
- [Finding Space: Charters in District Facilities](#)
- [Charter Schools and Military Communities: A Toolkit](#)
- [Legal Guidelines for Educating English Learners in Charter Schools](#)
- [Engaging English Learner Families in Charter Schools](#)

## Newsletters

- [Aldine ISD and YES Prep District-Charter Collaboration Case Study](#)
- [District-Charter Collaboration: A User's Guide](#)
- [Student Achievement in Charter Schools: What the Research Shows](#)
- [Serving English Language Learners and Families](#)
- [Charter Schools Serving Military Families](#)
- [English Learners in Charter Schools: Key Opportunities for Engagement and Integration](#)
- [Finding Space: Analyzing Charter School Facilities](#)

## Case Studies

- [Yes Prep/Houston - District-Charter Collaboration](#)
- [Two Rivers Public Charter School \(SWD Case Study\)](#)
- [Folk Arts Cultural Treasures Charter School \(EL Case Study\)](#)
- [Alma del Mar \(EL Case Study\)](#)
- [El Sol \(EL Case Study\)](#)
- [Brooke Roslindale Charter \(SWD Case Study\)](#)

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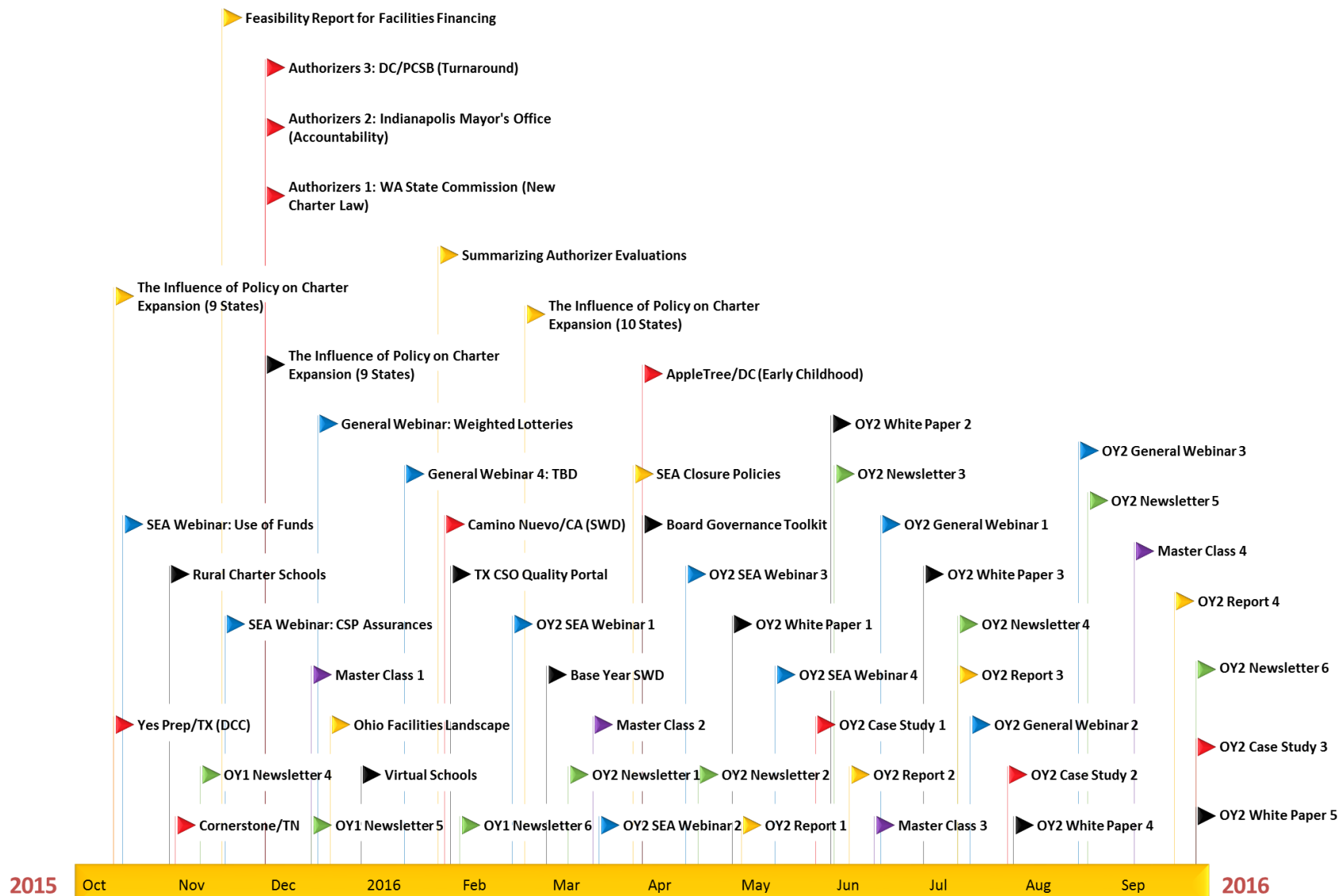
## Webinars

- [General Webinar: Supporting Students with Disabilities](#)
- [General Webinar: Serving English Language Learners and Families](#)
- [Credit Enhancement Webinar: Evaluating Charter School Performance](#)
- [Credit Enhancement Webinar: Evaluating Charter School Performance During the Transition to Common Core](#)
- [Credit Enhancement Webinar: Recent Developments in CSP Guidance](#)
- [Credit Enhancement Webinar: Authorizer Collaboration](#)
- [Credit Enhancement Webinar: Collaboration to Enhance Facility Financing](#)
- [SEA Webinar: Early Childhood Learning in Charter Schools](#)
- [SEA Webinar: Data Management Tools for Risk Based Monitoring](#)
- [SEA Webinar: Weighted Lotteries](#)
- [SEA Webinar: Charter School Closure](#)
- [SEA Webinar: Measuring Authorizer Quality](#)
- [SEA Webinar: Financial Management and Fiscal Controls](#)

## CSO Master Classes

- [Emerging Legal Issues](#)
- [Federal Funding Opportunities](#)
- [Legal Issues Impacting the Public Charter Sector](#)
- [Webinar: Student Discipline – Policy & Practices in Public Charter Schools](#)
- [Closing Low-Performing Public Charter Schools - State Level Strategies](#)
- [Parent & School Engagement for CSOs](#)
- [Board Development and Governance](#)

# Upcoming Resources



Thank You!





# **The Evolution of Support for Charter Developers**

## **Lessons from Illinois**

Master Class  
Charter Growth  
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December 2, 2015

# The spectrum of charter starter support



## One-off workshops and materials

- Reach more people
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## Work with cohorts

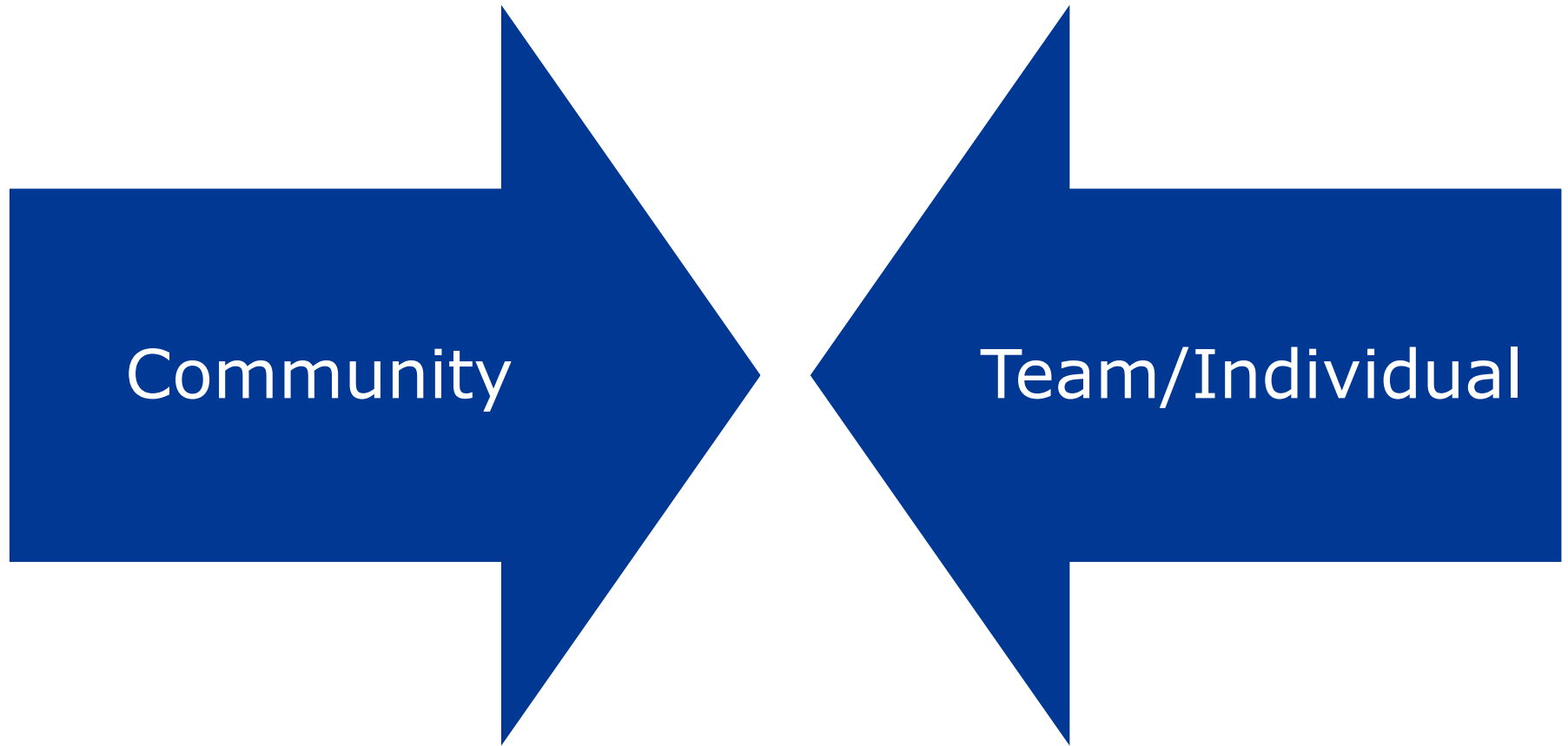
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- Efficiencies of scale



## One-on-one consulting

- Customized approach
- Better chance of success

# Where to start





**2008**

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Presentation – National Charter Schools Conference – Washington DC - 2009

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# Where to start




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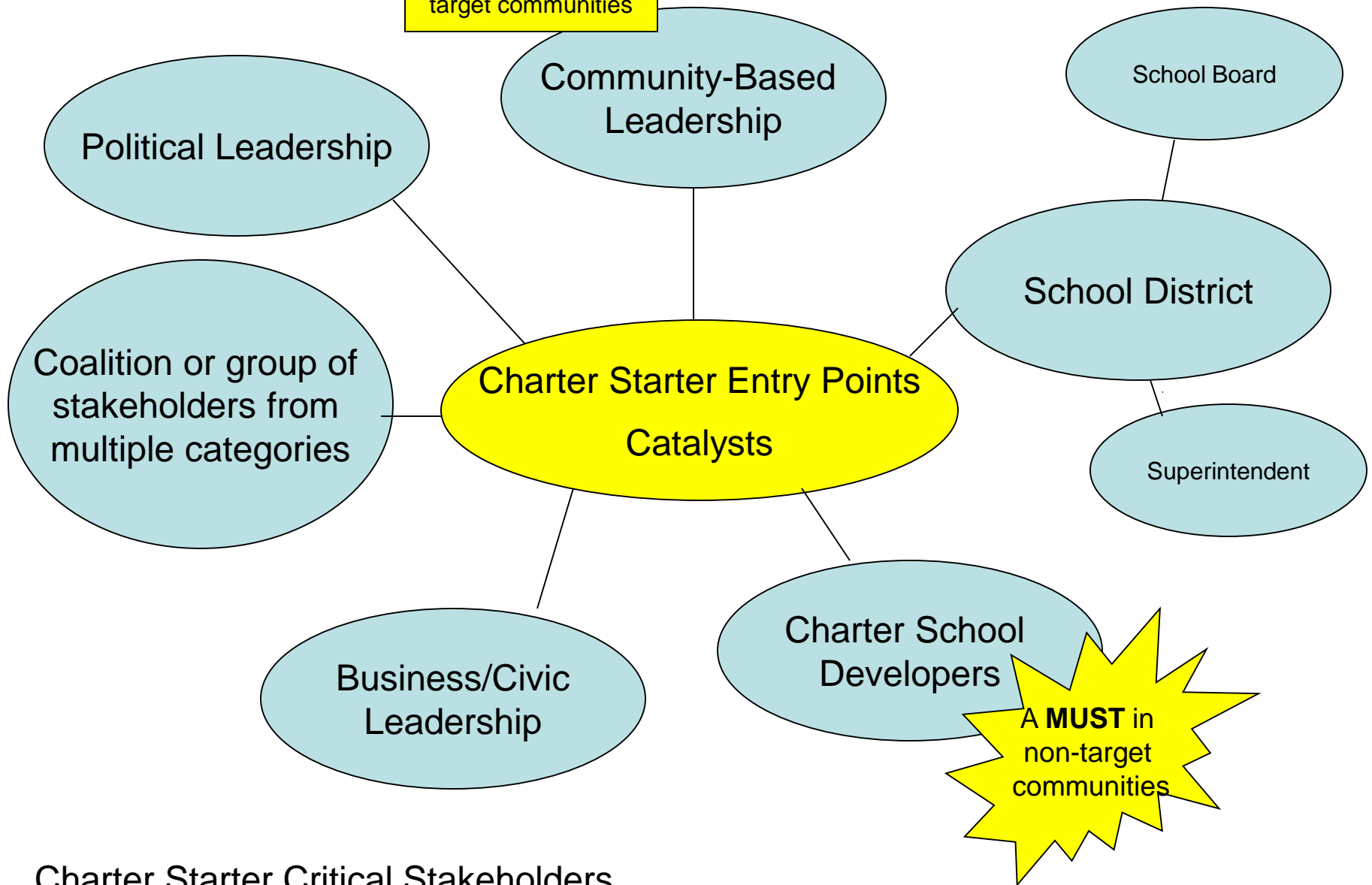
Team/Individual

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# Building Local Support for the Charter School Concept

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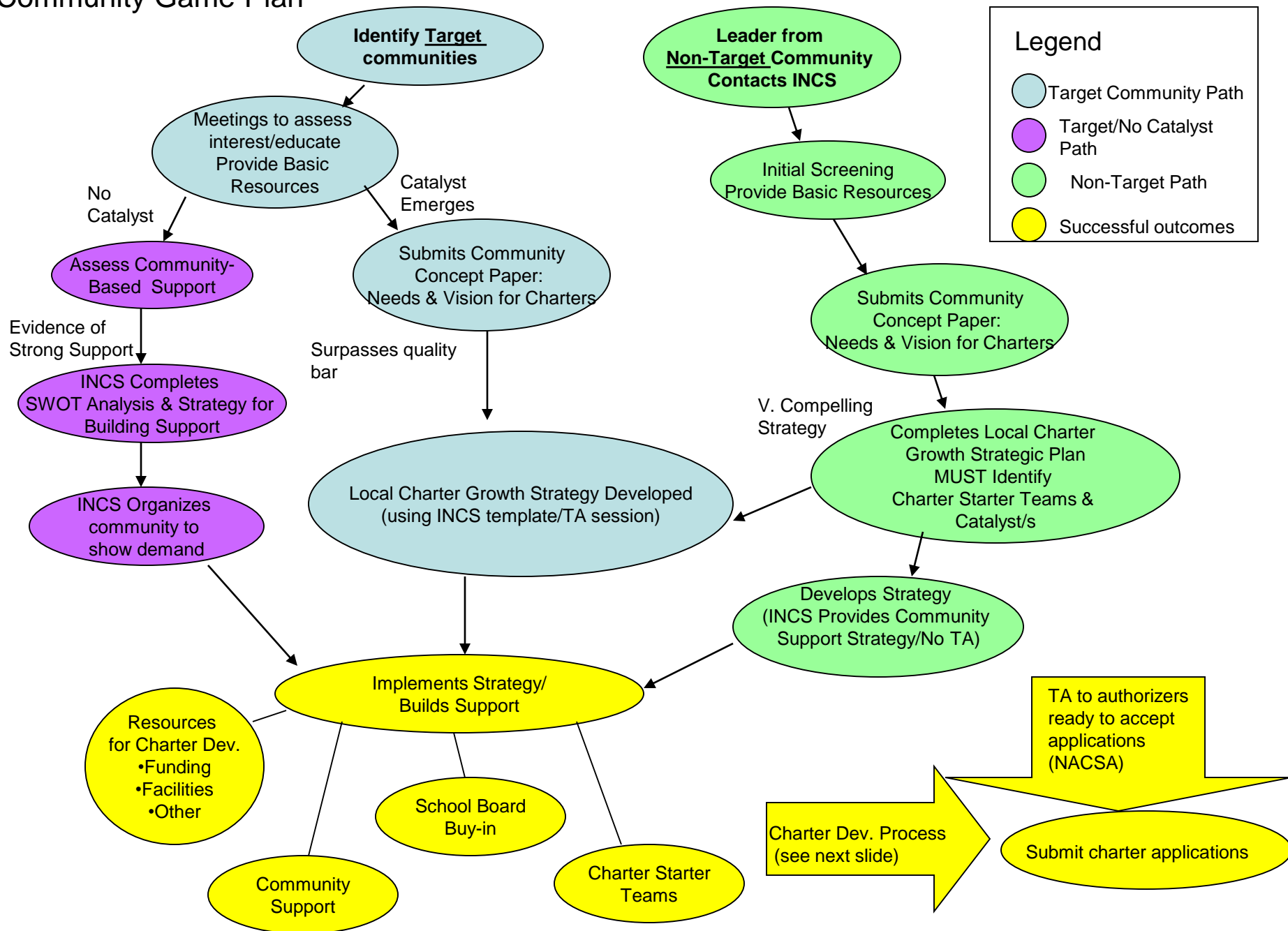
INCS may organize in  
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Charter Starter Critical Stakeholders



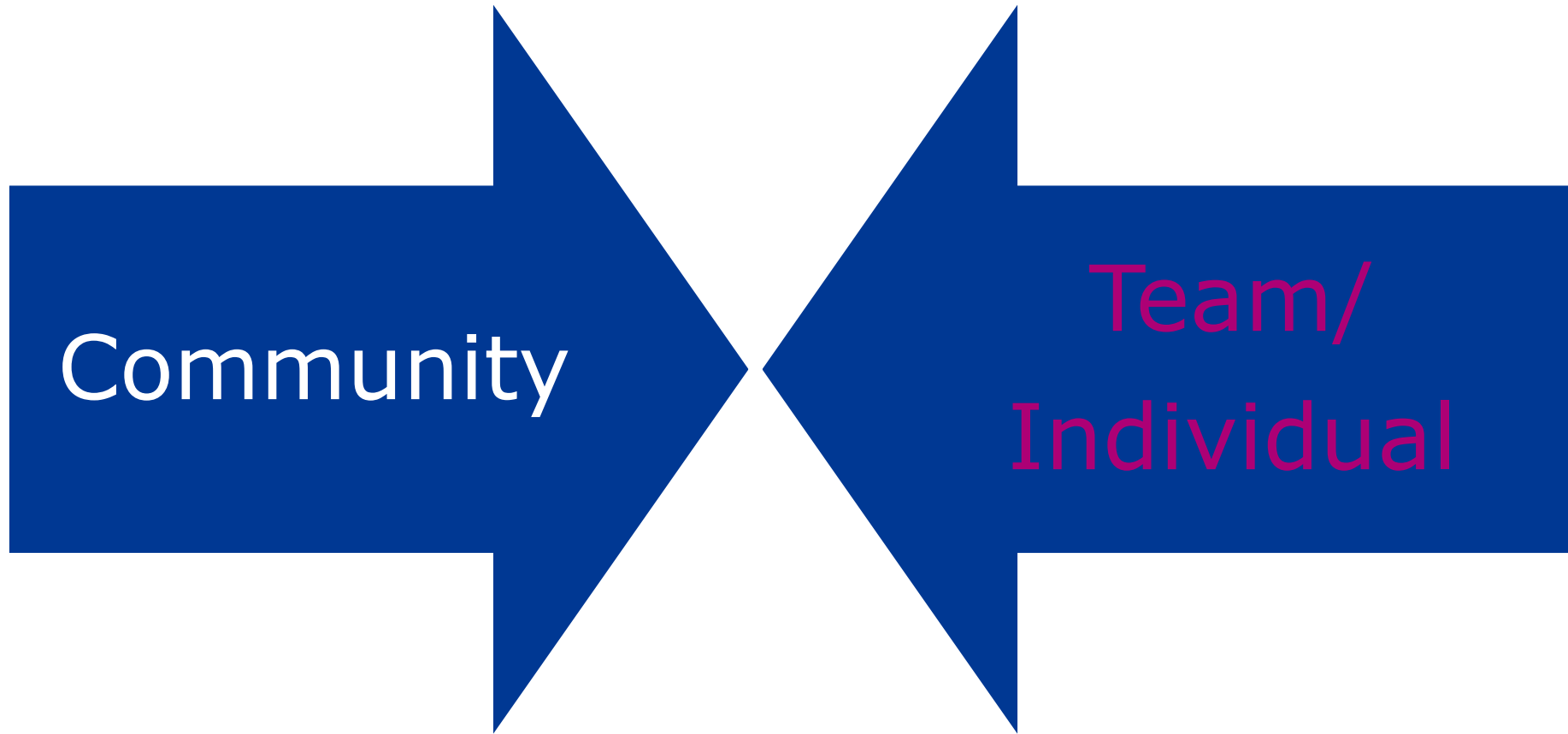
# Community Game Plan





**2011**

# Where to start

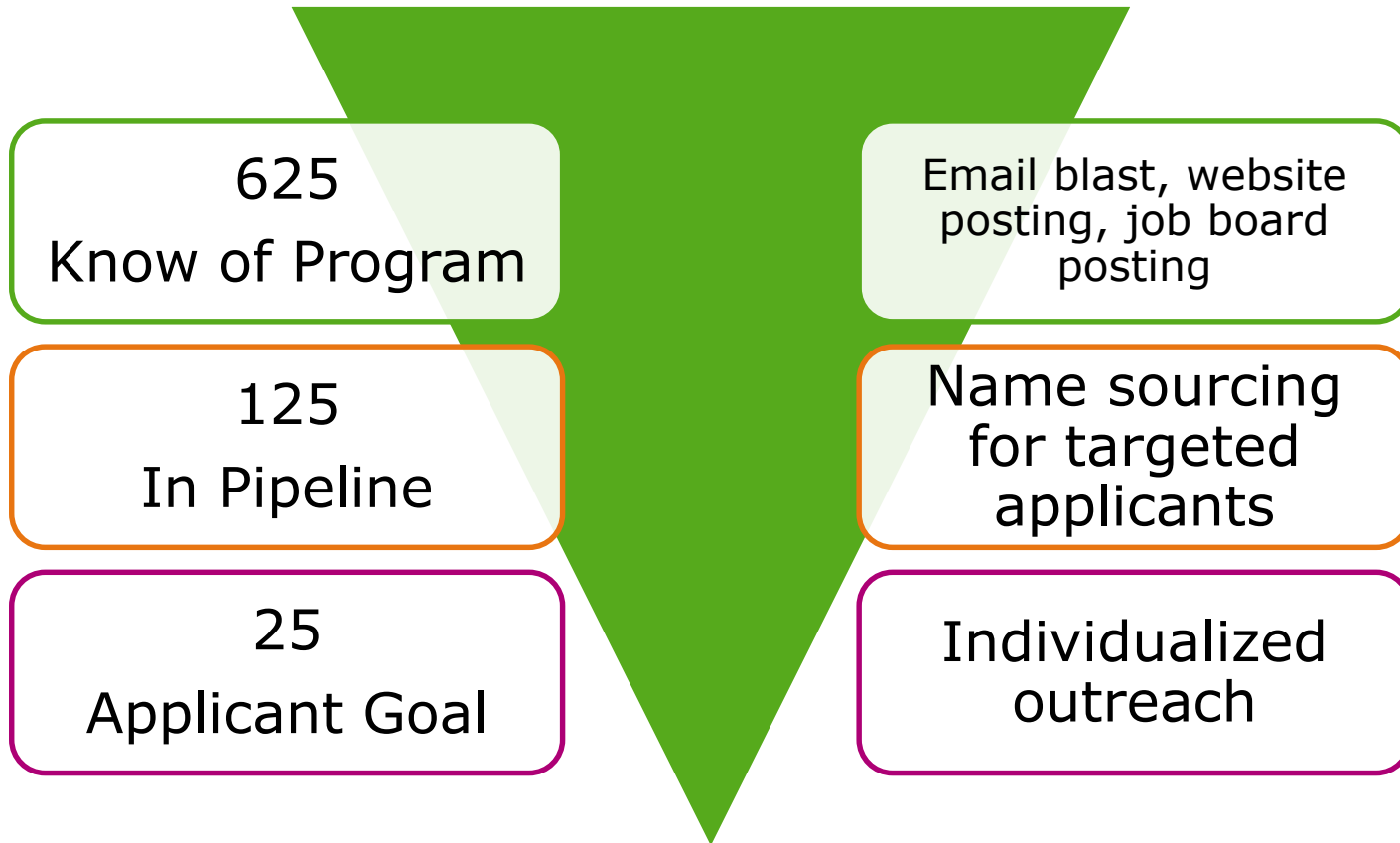


# How we defined the work

## Charter School Fundamentals

1. Vision, Mission and Outcomes
2. Leadership and management
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6. Governance
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# Recruitment Pipeline



# Recruitment Timeline

Email blast, website posting, job board posting

Name sourcing for targeted applicants

Item	Due Date	Status
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Compile outreach list: list of job boards to post on, outreach partners to submit nomination, INCS affiliates to reach out to, community groups for info sessions, partner orgs for info sessions, partner orgs for lists of candidates and get names, ask if we can do info session, 3 target communities for community specific outreach plan, DI attendees, teacher groups and awards, charter starter consulting list	12-Apr	Done
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Compile names of targeted applicants (priority, bios, etc.)	1-Jun	In progress

# Sample: 2013-14 Cohort of Charter Starters

## Fundamentals

LaSalle Street Gifted

Perseid

STARRS

Bethune Collective

Nedlof's Virtual Charter School

Fine Arts Academy

Youth Conservation Corps

\$2500

## Fast Forward

New Beginnings

Team Accelerate

Sustainable Futures

Academy of Honor

CAN Network

Next Generation Charter School

Paul B Smith Charter School

3 x \$2500 = \$7500

# INCS Fast Forward Consulting Services Overview

## Consulting services

- **One-on-One with INCS Consultant:** Up to five hours per month
- **Investing in High Needs Areas:** Up to 20 hours of expert support in identified priority areas
- **Application Review**
- **Authorizing Interview Preparation**

## Training

- Provide expert-led “Charter Design: Fundamentals” training sessions
- Include conference attendance and school tour opportunities
- Resources
- Access to successful charter applications, model school policies and charter design tools and resources.



# What the Charter Starters Had to Do

- Prepare for and participate fully in all consulting sessions, including phone calls, webinars and/or in-person meetings
- Complete charter application sections by deadline
- Submit a final charter application to the authorizer by August 2014
- Monthly status update via phone or email.
- Track their work regularly in a work plan or project planning tool.
- Participate fully in any Charter Design: Fundamentals sessions identified in their Targeted Growth Plan and any additional sessions they choose to attend.

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INCS Charter Design Fundamentals 2013\_2014 Calendar [Compatibility Mode] - Word

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Allison Jack

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**Webinar**

**Team Check In/Office Hours**

**Design Institute at State Conference**

**Assignment Due**

**School Tour**

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Feb. 18: Finance

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Apr. 7: School Tour

Apr. 22: Fundraising

Charter Design: Fundamentals  
2013-2014

523 WORDS

100%

# Number of charter approved in cohort model

Year	Number of Teams	Approved and opened schools
2011-12	4	2
2012-13	5	2
2013-14	14	0

# Climate in Chicago

## Chicago Teachers Strike 2012



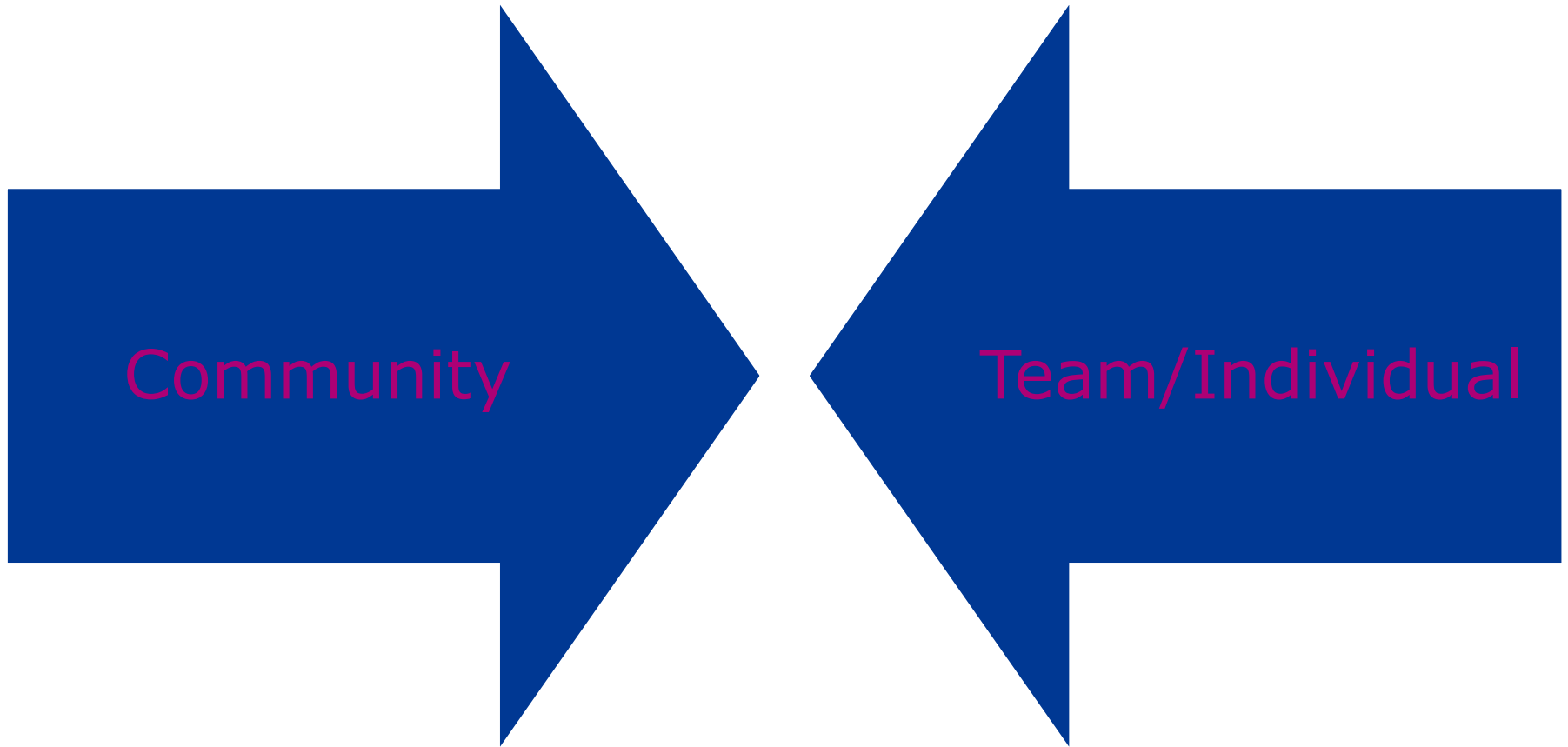
## 50 School Closures 2013





**2015**

# Where to start



# The Consulting Model

Fewer clients = More success

- High bar for partnership
  - Higher fee
  - More support
- Focus on community engagement

# CMO Contract

- Asset mapping
- Communications support
- Community research
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- Social media consulting
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# Community Organizing is Key



## INCS Charter Starter Community Mapping Tool: Community Leadership and Potential Supporters

Categories	Names of Community Leaders and Education Stakeholders	Relevant Background Info and Relationships	Views on Education (including charter schools); note any relevant voting	Strategy and Tactics to Engage
<b>Education Leaders</b>  Official <ul style="list-style-type: none"> <li>• Individual school board members</li> <li>• District and school administrators</li> <li>• Teachers union</li> <li>• School-based parent/teacher groups</li> <li>• Elected government officials</li> </ul> Unofficial <ul style="list-style-type: none"> <li>• Parents and families</li> <li>• Individual teachers/educators</li> <li>• Community-based organizations</li> <li>• Neighborhood groups</li> <li>• Religious leaders</li> <li>• Donors/funders</li> <li>• Business and civic leaders</li> </ul> <b>Other Community Leaders</b>				



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For more information and resources visit [www.incschools.org](http://www.incschools.org) ➡ **Start a Charter**

# Charter Design Institute Illinois Charter Schools Conference

October 26, 2015



# Overview of Institute: Agenda

Time	Session	Location
7:30 am	School Visit: Muchin College Prep	Muchin College Prep 1 North State
9:00 am	Conference General Session	Marriott 7 <sup>th</sup> Floor Salon I/II
10:30 am	Break	7 <sup>th</sup> Floor Salon III
11:00 am	Achieving Excellence: Best Practices from High-Performing Charter Schools	6 <sup>th</sup> Floor Michigan/Michigan St.
12:30 pm	2015 Illinois Charter Excellence Awards Luncheon	7 <sup>th</sup> Floor Salon I/II
2:00 pm	Charter School Fundamentals: Key Components for Planning a Great School	6 <sup>th</sup> Floor Indiana/Iowa
3:15 pm	Break	6 <sup>th</sup> Floor Foyer
3:45 pm	You Can't Do it Alone! Community Engagement in Your Hood	6 <sup>th</sup> Floor Indiana
5:00-7:00 pm	INCS Education Networking Cocktail Reception	5 <sup>th</sup> Floor Chicago Ballroom E



**UCSN**  
**Esmeralda Santiago**  
**Charter School**

**Melissa Sweazy, School Director**

***Paving a Path to  
Personalization Through  
Student Centered  
Practices***

# Charter Application Jigsaw

## Part 1: Becoming Experts (25 min)

- “Letter Off” into groups – A, B, C, D
- Move to A, B, C, D “Expert” tables
- Read + Notes (15 min)
- Discuss (5)
- Key Take-Aways on Chart Paper (5)

## Guiding Questions

- What **Fundamental/s** of Charter Design does this section address?
- What **key questions did the charter designer answer** in this section?
- Is there anything notable about how the charter designer **structured their answer**?
- What was **most effective** about this answer? What was **less effective**?
- **What “off the page” work** do you think the charter designer did in order to develop this part of the application?

## Part 2: Report Out (15 min)

# Expert Groups

## Expert Group A

- Section 1.1 - Mission, Vision and Culture , pp. 1-22

## Expert Group B

- Section 1.2 – Demonstrated Track Record In Driving Academic Success, pp. 22-28
- Section 2.3 – Governance Model, pp. 70-76
- Section 4.1 – Community Engagement Plan, pp. 83-86
- Section 4.2 – Targeted Community, pp. 87-88

## Expert Group C

- Section 1.3 – Academic Goals and Assessment Plan, pp. 29-35
- Section 1.4 – Curriculum and Instruction, pp. 35-56

## Expert Group D

- Financial Forms
- Section 3.1 – School Budget, 77-79
- Section 3.2 – Financial Controls, 79-80
- Section 3.3 – Facility, 81-83

Sections listed in outlined boxes are stapled together.

# Fundamentals

A series of three online, interactive training modules on key areas of charter school design. The full suite of modules cost \$250 and participants will come out of the course having drafted three sections of a charter school application.

- **Module One: Mission and Vision**
- **Module Two: Educational Philosophy**
- **Module Three: Finance and Budgeting:**



# Thank you

C. Allison Jack

Director, Charter School Growth & Support

Illinois Network of Charter Schools

312 690-2708

[ajack@incschools.org](mailto:ajack@incschools.org)

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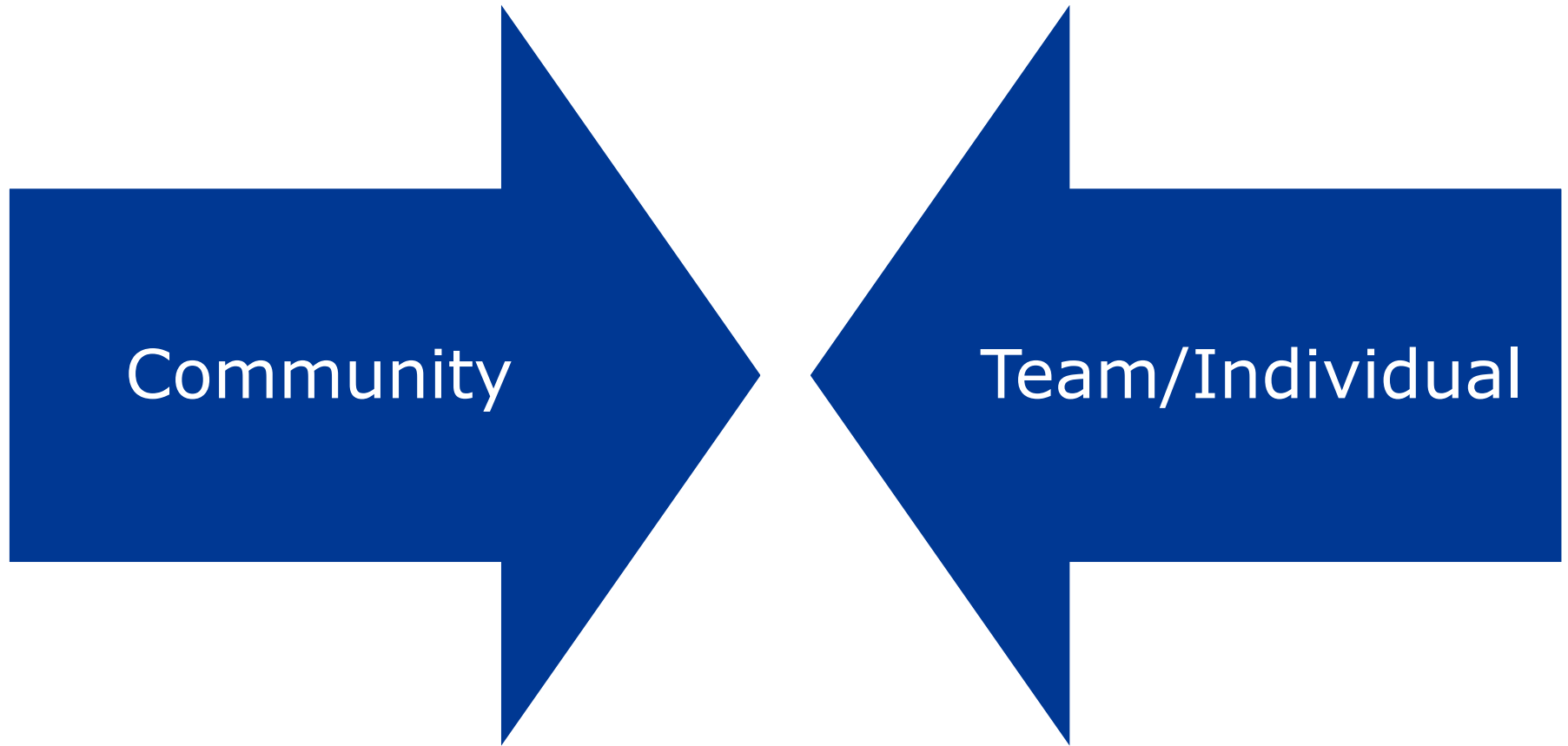
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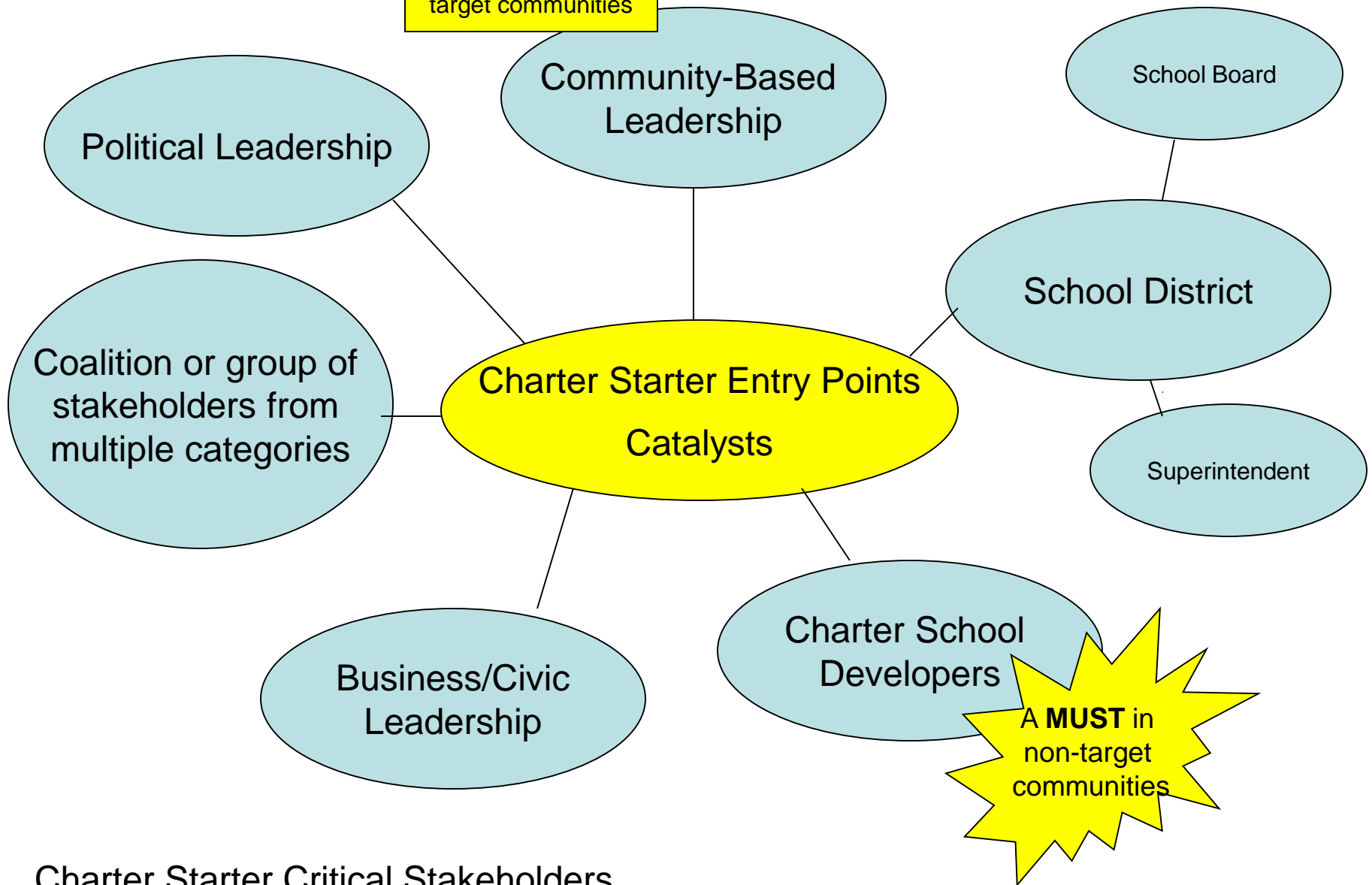
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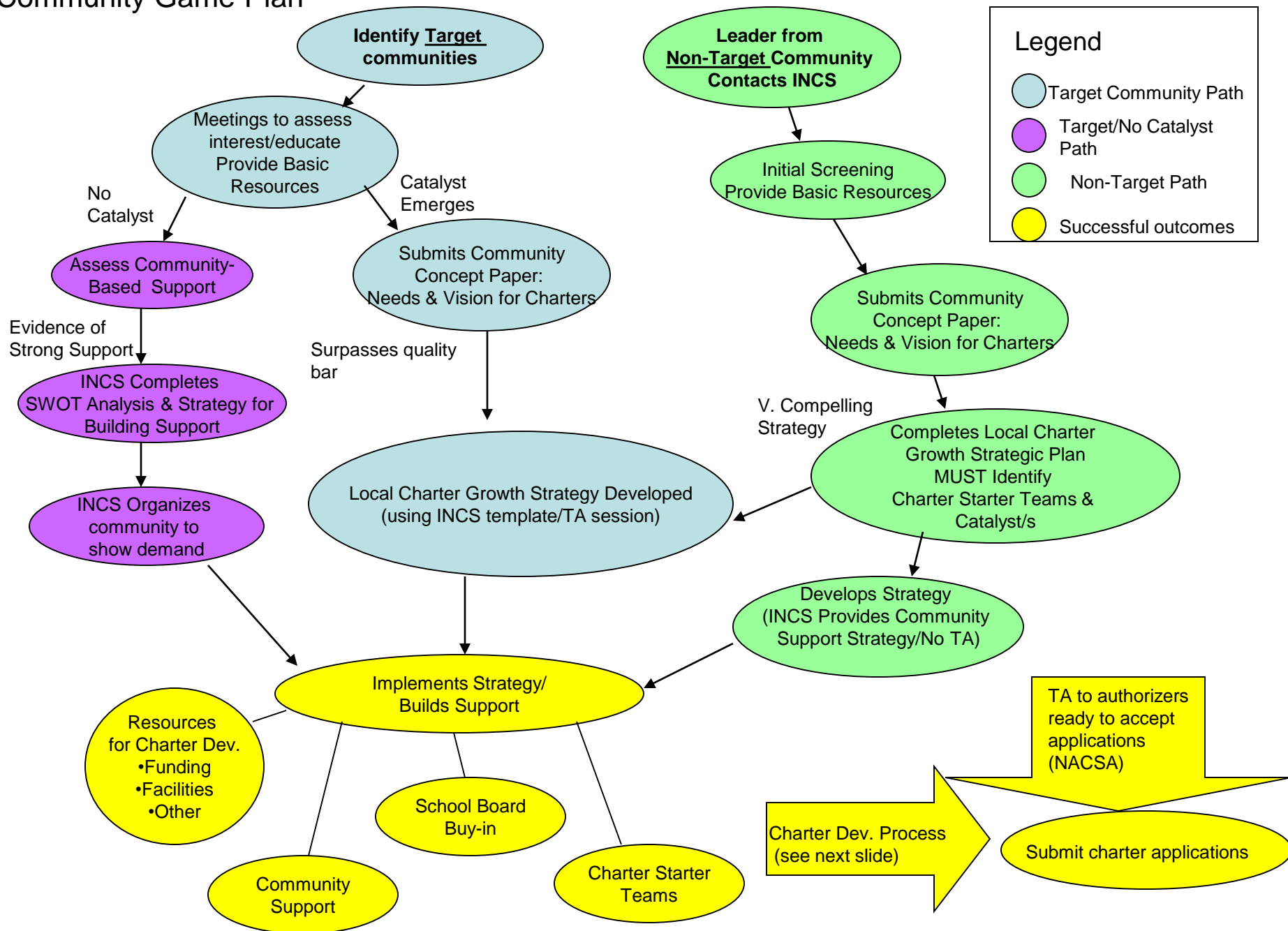


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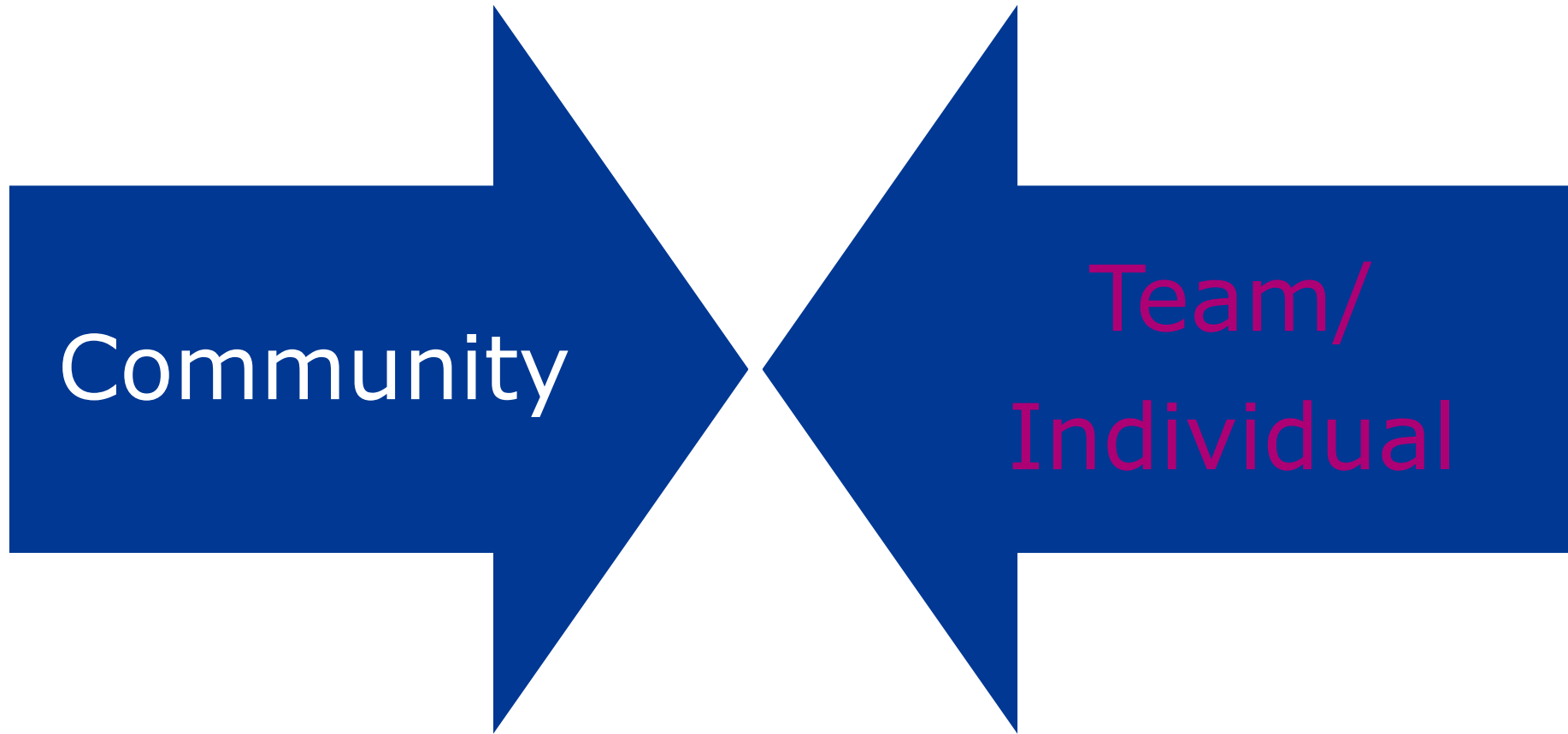
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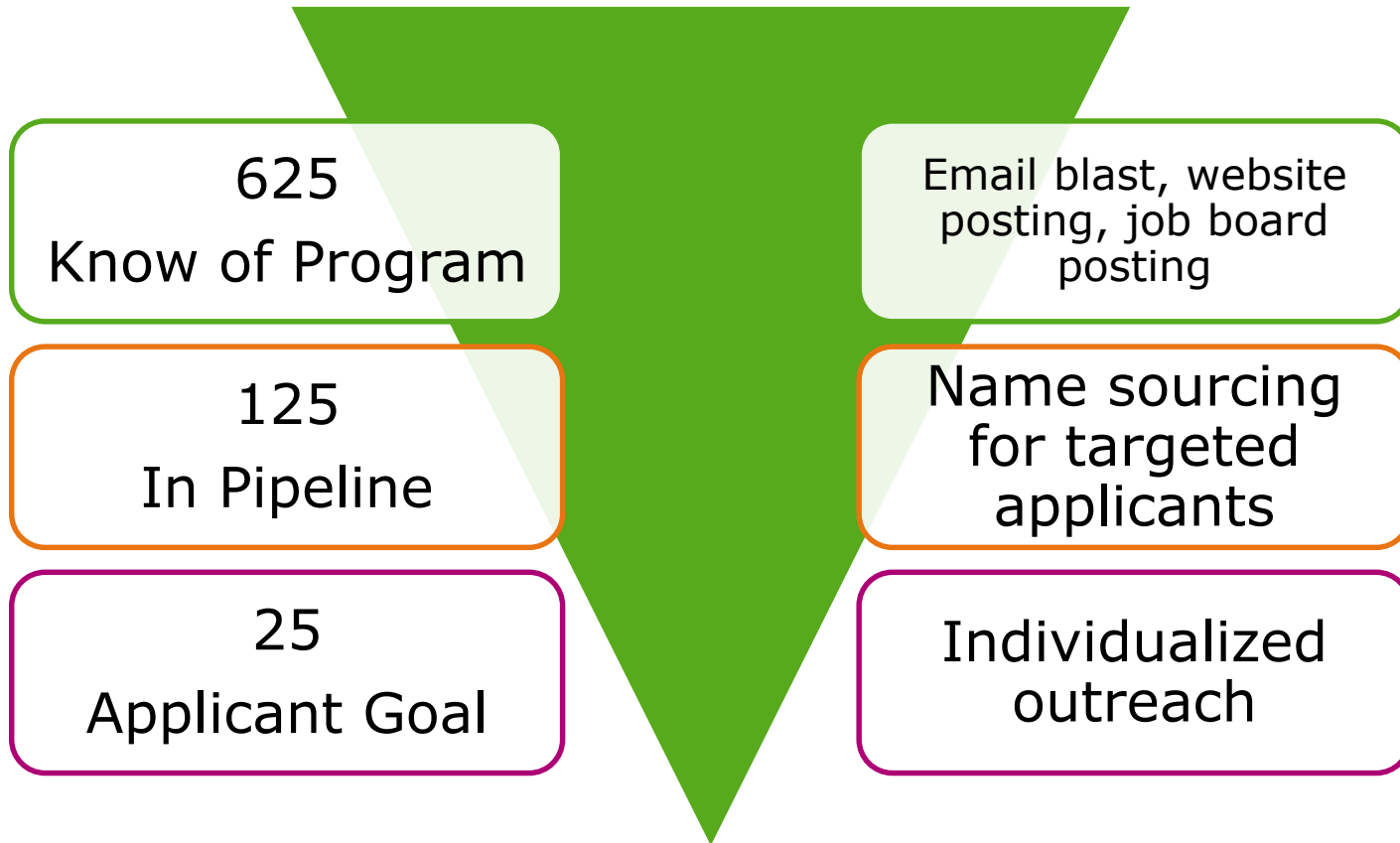


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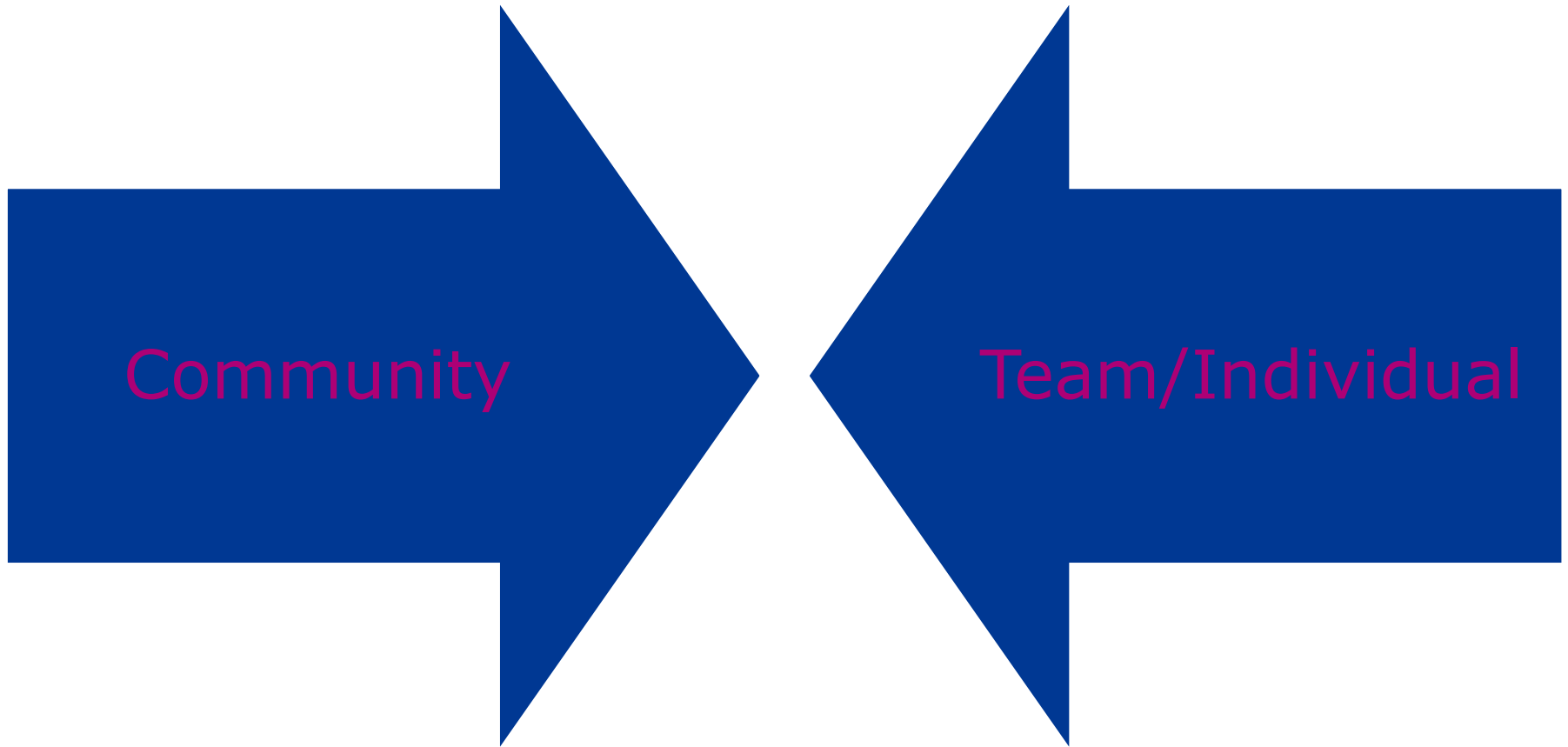
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11:00 am	Achieving Excellence: Best Practices from High-Performing Charter Schools	6 <sup>th</sup> Floor Michigan/Michigan St.
12:30 pm	2015 Illinois Charter Excellence Awards Luncheon	7 <sup>th</sup> Floor Salon I/II
2:00 pm	Charter School Fundamentals: Key Components for Planning a Great School	6 <sup>th</sup> Floor Indiana/Iowa
3:15 pm	Break	6 <sup>th</sup> Floor Foyer
3:45 pm	You Can't Do it Alone! Community Engagement in Your Hood	6 <sup>th</sup> Floor Indiana
5:00-7:00 pm	INCS Education Networking Cocktail Reception	5 <sup>th</sup> Floor Chicago Ballroom E



**UCSN**  
**Esmeralda Santiago**  
**Charter School**

**Melissa Sweazy, School Director**

***Paving a Path to  
Personalization Through  
Student Centered  
Practices***

# Charter Application Jigsaw

## Part 1: Becoming Experts (25 min)

- “Letter Off” into groups – A, B, C, D
- Move to A, B, C, D “Expert” tables
- Read + Notes (15 min)
- Discuss (5)
- Key Take-Aways on Chart Paper (5)

## Guiding Questions

- What **Fundamental/s** of Charter Design does this section address?
- What **key questions did the charter designer answer** in this section?
- Is there anything notable about how the charter designer **structured their answer**?
- What was **most effective** about this answer? What was **less effective**?
- **What “off the page” work** do you think the charter designer did in order to develop this part of the application?

## Part 2: Report Out (15 min)

# Expert Groups

## Expert Group A

- Section 1.1 - Mission, Vision and Culture , pp. 1-22

## Expert Group B

- Section 1.2 – Demonstrated Track Record In Driving Academic Success, pp. 22-28
- Section 2.3 – Governance Model, pp. 70-76
- Section 4.1 – Community Engagement Plan, pp. 83-86
- Section 4.2 – Targeted Community, pp. 87-88

## Expert Group C

- Section 1.3 – Academic Goals and Assessment Plan, pp. 29-35
- Section 1.4 – Curriculum and Instruction, pp. 35-56

## Expert Group D

- Financial Forms
- Section 3.1 – School Budget, 77-79
- Section 3.2 – Financial Controls, 79-80
- Section 3.3 – Facility, 81-83

Sections listed in outlined boxes are stapled together.

# Fundamentals

A series of three online, interactive training modules on key areas of charter school design. The full suite of modules cost \$250 and participants will come out of the course having drafted three sections of a charter school application.

- **Module One: Mission and Vision**
- **Module Two: Educational Philosophy**
- **Module Three: Finance and Budgeting:**

# Thank you

C. Allison Jack

Director, Charter School Growth & Support

Illinois Network of Charter Schools

312 690-2708

[ajack@incschools.org](mailto:ajack@incschools.org)



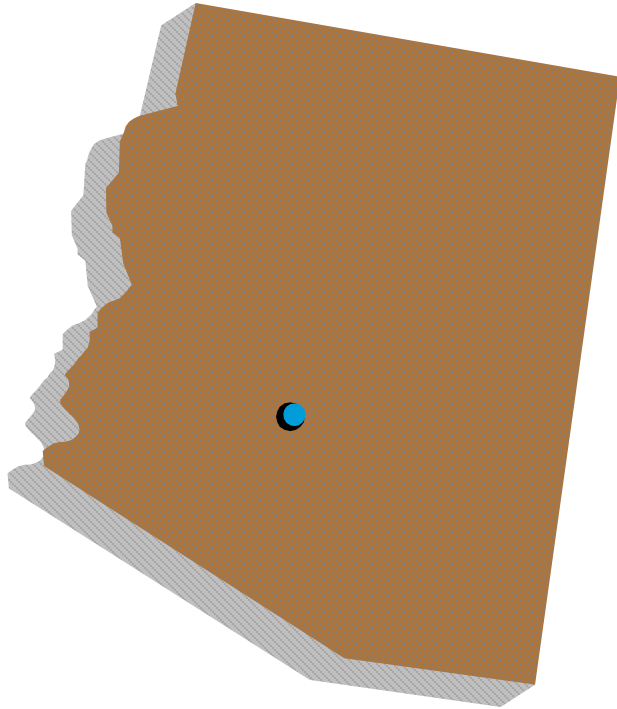


# SCHOOL DEVELOPMENT & GROWTH



studio 616

# By the Numbers Arizona



## #1 in PK-12 STUDENT GROWTH

**15%** expected growth of Arizona's K-12 population through 2020

**1 of 8** states with this large growth rate

**5<sup>th</sup>** highest poverty rate

## School Development Support



### Membership

The Association offers membership support to educators, parents, and community leaders who are developing a charter school. There are two memberships options in this category.



### Consulting

Additional, customized support including charter petition guidance and review, governing board development, academic program design consulting, business planning, etc. is available for select teams on a fee for service basis.



### New Schools For Phoenix

New Schools For Phoenix works to recruit and equip leaders to open and lead high-quality schools in Phoenix. The Association partners with New Schools For Phoenix for some of our school start-up programs and membership support services.

# Membership and Services

- Hour long initial meeting
  - Technical support on application
  - Online resources (videos, pdfs, worksheets)
  - Facility technical assistance
  - General advocacy
- 

*Membership*

*Hourly Rate*

- Consulting on plan development
- Application reviews
- Mock interviews
- Webinar and in-person trainings





# New Schools For Phoenix

studio 666

# By the Numbers

## Phoenix urban core

**220-square miles** Northern Avenue (North) to South Mountain (South) 59th Avenue (West) to 40th Street (East)

**15** Phoenix Union High School District campuses

**120** feeder elementary schools in 13 feeder K-8 districts

**82** charter schools

**135,000** K-12 students within district boundaries; 79% Hispanic

# Phoenix Union District Student Demographics

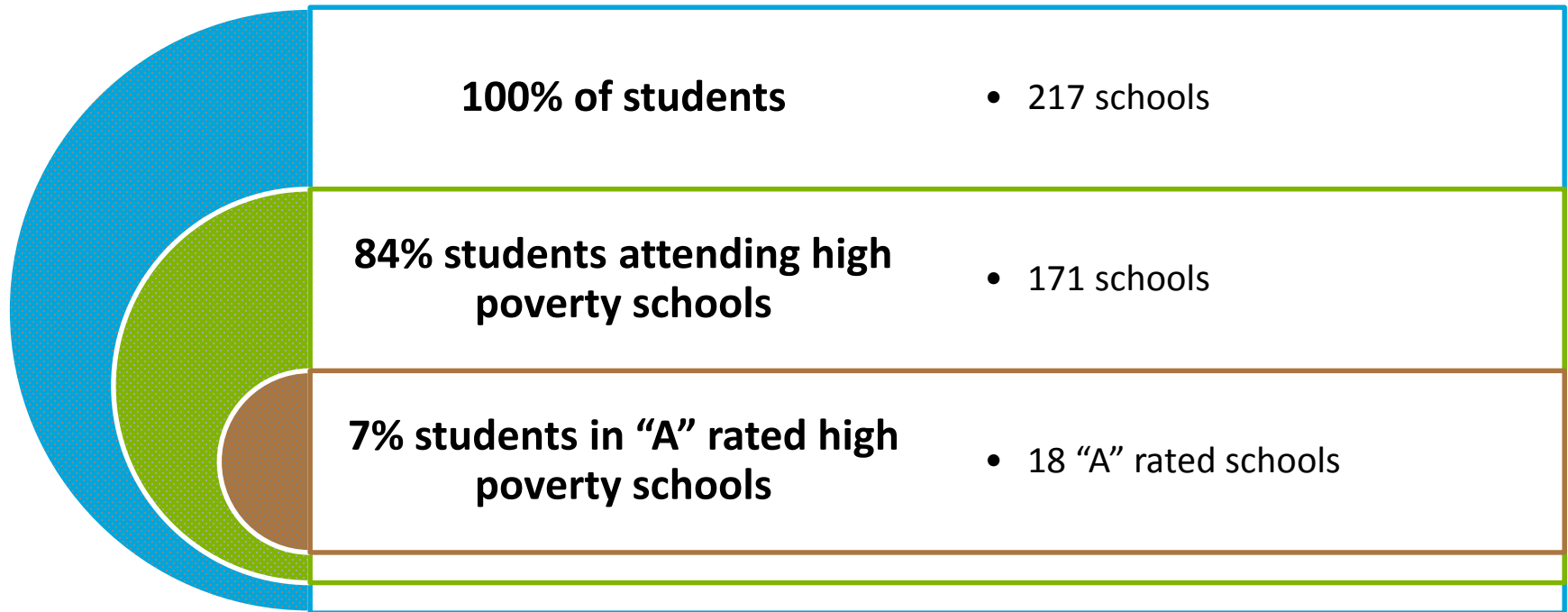


**84%** of students enrolled in a high poverty school (70% or more FRL)

**&**

Estimates show a continuous increase of school aged children living in poverty

# Current Reality





# New Schools For Phoenix

## GOAL

**2-Yr Program: Recruit & Train Leaders**

**25 high-quality A-rated schools**

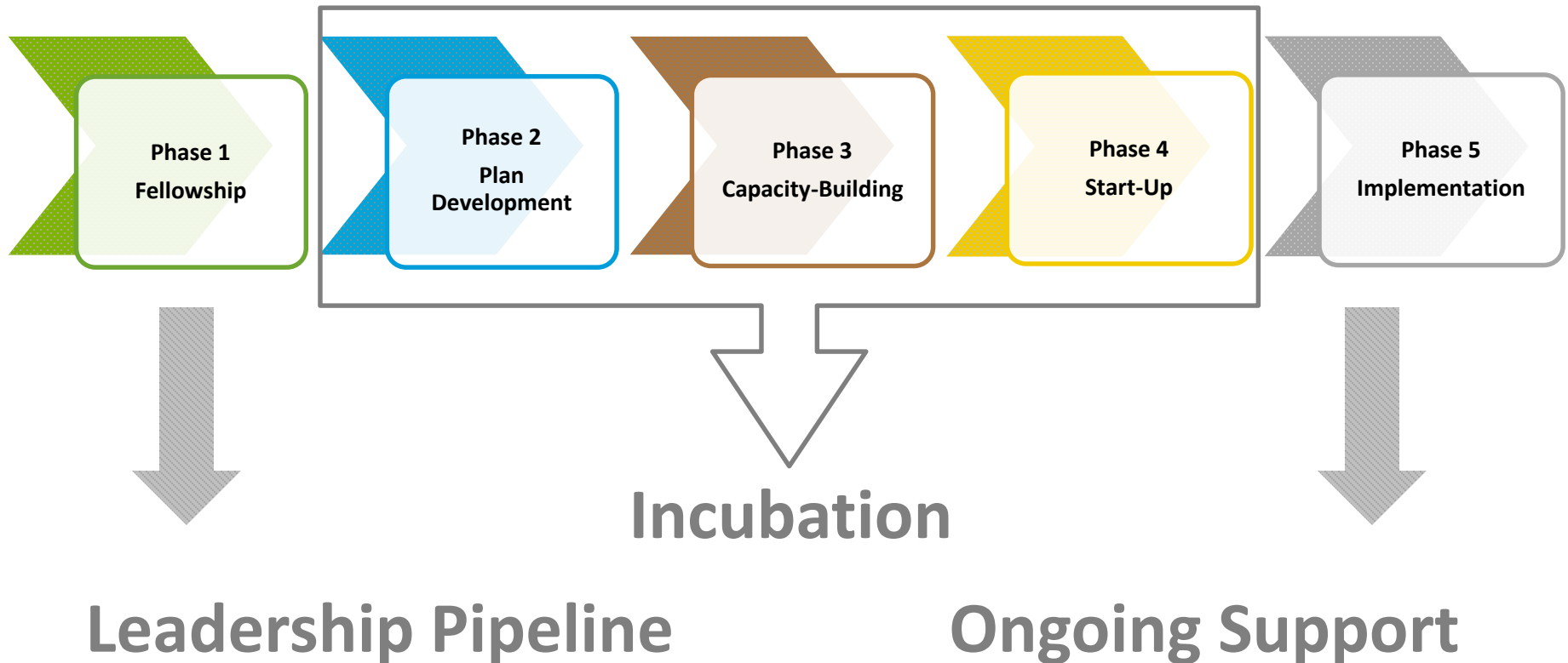
**Enroll 12,500 low-income students**

# New Schools For Phoenix

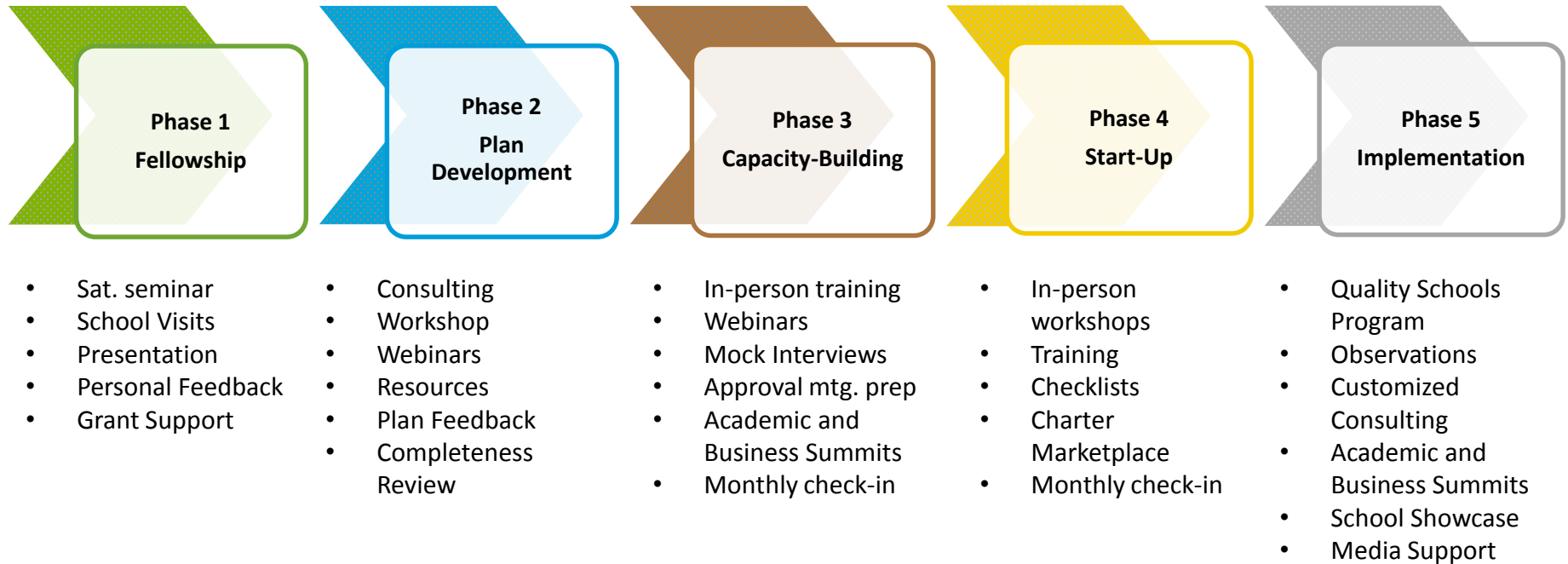
## IMPACT

**Triple** number of low-income students attending a highly-effective school within Phoenix urban core

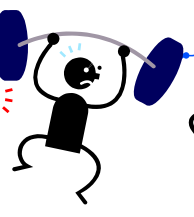
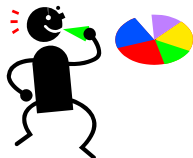
# Phases of Support and Development



# Phases of Support and Development



# Ensuring Quality



Recruit, Apply,  
and Interview

5 Month  
Fellowship

Plan  
Development

Coaching and  
Training

Charter  
Approval

Coaching and  
Training

School Opens

Monitoring/  
Coaching

Feb - May

July – Nov

Dec – May

June – Dec

Dec

Jan – July

August

3 years +

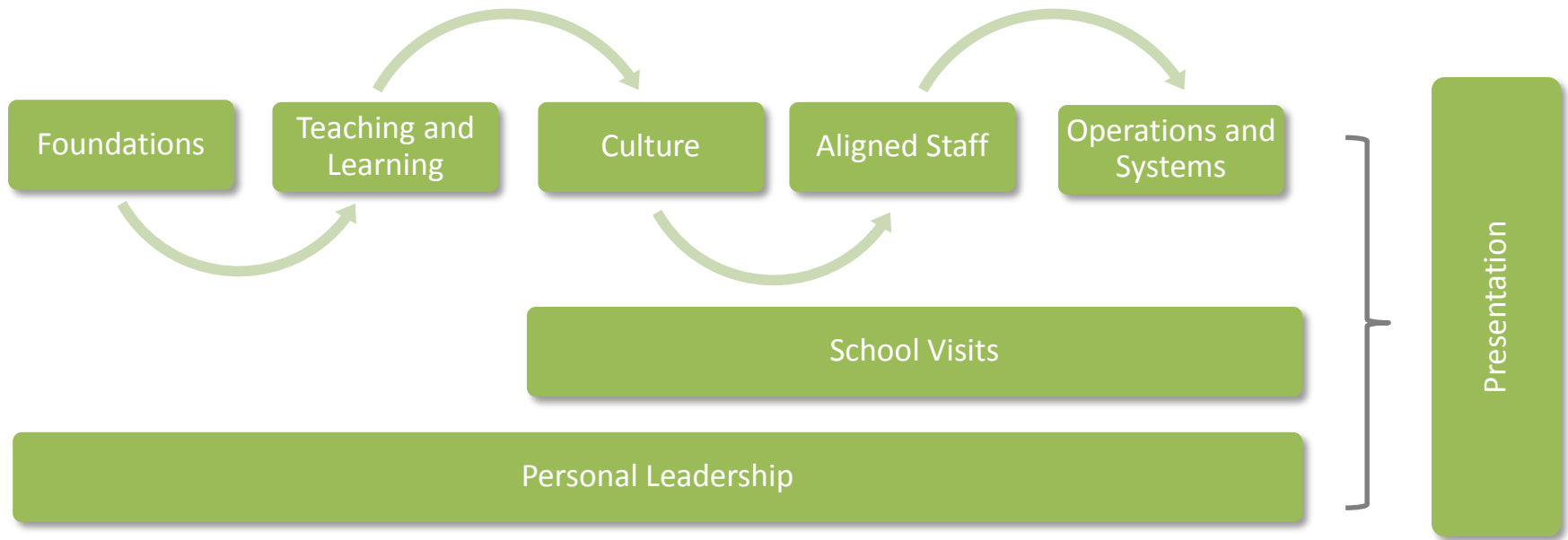
Spring

Year 1

Year 2

First years of operation

# Fellowship Overview



# Fellowship Components



# Indicators of Quality | Leadership

## Dispositions and Competencies

### Transformative Leader Indicators

Six key dispositions for transformative leaders serve as the basis for

- **Ambitious** | Transformative leaders have high aspirations and
- **Strategic** | Transformative leaders are logical, critical thinkers
- **Purposeful** | Transformative leaders are values-based and
- **Inspiring** | Transformative leaders encourage others to take
- **Reflective** | Transformative leaders are self-aware, with an
- **Entrepreneurial** | Transformative leaders are innovative and adaptable, continuously creating opportunities to drive improvement.



### School Leader Competencies

#### Domain 1 | Vision and Strategy

*The school leader fosters the success of all students by facilitating the development, articulation, implementation, and stewardship of a management strategy that is shared and supported by the school community.*

#### Performances

- 1.1 **Creating and implementing a vision** | Create and implement a shared vision for school purpose centered on rigorous academic achievement and a positive school culture.
- 1.2 **Aligning to the vision** | Align school policies, resources, structures, decision-making processes, and other leadership actions with the vision.
- 1.3 **Articulating connection to the vision** | Articulate how implementing the programs, plans, and practices help the school achieve the vision.
- 1.4 **Identifying and removing barriers** | Identify and remove impediments that threaten achieving the vision.
- 1.5 **Championing the vision** | Champion the vision to all stakeholders through formal communications, interpersonal relationships, and modeling.
- 1.6 **Developing support** | Develop broad support within the community to advocate for the school and its vision.
- 1.7 **Planning improvement** | Develop, implement, and continuously revise a performance management and school improvement plan, including strategies, and actions aligned to a clearly articulated need.
- 1.8 **Setting and monitoring goals** | Lead school staff to set various levels of student achievement, curriculum, instruction and assessment goals for individual student ; establish and implement a process to monitor and respond to the implementation of these goals
- 1.9 **Affirmation of progress** | Recognize and celebrate legitimate successes of individuals and the whole school, also recognize and celebrate



# Success

	FY12		FY13		FY14	
Quality	#	%	#	%	#	%
Tier 1 (A,B)	75,936	58%	90,160	63%	136,320	72%
Tier 2 (C)	41,557	32%	36,592	26%	29,711	16%
Tier 3 (D,F)	12,005	9%	12,529	9%	9,649	5%
None	2,236	2%	2,892	2%	14,525	8%
Total	131,734	100%	142,172	100%	190,205	100%

**100% approval rate**

**\$12MM in start-up funding**

**Average 1.5 years of growth – *New Schools For Phoenix schools***



education > poverty